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National Park Service Career Management Concept

Director's Message to Employees

This is the Career Management Concept developed by the Grade Comparability Task Force to identify ways to accomplish point nine of the 12-Point Plan, to "Expand Career Opportunities for our Employees."

This Concept should not be viewed as a rigid policy statement. It is intended to establish a flexible framework for future policies and actions for career management throughout the Service. Managers, supervisors and employees are encouraged to learn as much as possible about the elements, procedures and personnel management tools available for career management and to apply them in career planning and organizational development. Personnel offices are available to assist in the development of specific plans and actions to carry out the principles of the concept.

Career management is a dynamic process effective only through the participation and cooperation of everyone. I hope that this document will be the stepping-off point for a successful program benefiting the Service in meeting its present and future skills needs while also assisting employees in planning their careers.

William Penn Mott, Jr.
Director

NATIONAL PARK SERVICE CAREER MANAGEMENT CONCEPT

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National Park Service Career Management Concept

Introduction

This document provides basic information on the principles of career management within the National Park Service. Career management, as the term is used here, can be defined as a broad set of practices used to manage the Service's human resources to assure that current and long-term work force requirements will be met, as well as to facilitate the career development of individual employees.

Organizational Career Management Concepts

There exists a need to properly manage and plan work force needs to meet current mission requirements and to assure that the Service will have a future work force with adequate skills and experience to meet the needs of the organization and the public it serves. As a minimum, this work force planning effort must consider that employees progress in a manner which minimizes attrition, anticipates future growth demands and assures that key personnel at all levels are available to replace employees who retire or otherwise leave the organization. To be sure, such planning efforts are beneficial to employees, but the primary motivation and concern must be for the continued health of the organizational entity.

Without question, work force planning is the responsibility of management within the organization. The process of work force planning, particularly within the non-defense sector, has been historically limited primarily to position management, grade control and proper allocation of FTE's. The major goal of this document, therefore, is to present processes and activities that can serve to effectively manage the Service's work force, both for the benefit of the organization as well as for the Service's most valuable asset, its employees. The key to career management planning, both within the National Park Service and all other agencies, is to establish positions and the general organization of work in such a manner as to optimize the accomplishment of the missions of the organization. The first step in career management planning, therefore, is to analyze the mission of the organization and the contribution of the unit, division or district toward the meeting of the mission. Work is then organized and positions structured to best meet mission needs and facilitate support of mission goals.

Employee Career Planning Concepts

From the moment an employee is hired into an organization, the processes of career management are initiated. These processes may be highly-structured or, as is almost always the case, are loosely planned or haphazard.

From an employee's point of view, the act of employment generally carries with it certain assumptions and expectations regarding job security, mobility, advancement and enhanced job responsibility. Most employees assume that hard work, dedication to the mission of the organization and interpersonal cooperativeness will eventually result in the realization of their personal career goals and expectations.

The point of greatest departure regarding employee career planning generally involves the question of who is responsible for it. Is the employee solely responsible for the planning and management of his or her career progress? Is it the organization's responsibility to see to it that deserving employees progress into higher grades and enhanced areas of responsibility? The obvious "truth" is, of course, that the burden of responsibilty for career planning lies with the employee, with counseling and support by the supervisor and overall systems guidance by the organization. Another major purpose of this document, therefore, is to attempt to define the career planning concept and to provide detailed information to Service employees regarding avenues available in planning their careers.

Elements of an Effective Career Management Program

An effective career management program:

- Requires a systematic and consistent approach in the assessment of work force requirements and the evaluation of employee qualifications and interests for the purpose of developing a highly qualified source to meet the Service's work force needs.

- Provides technical tools and detailed information to supervisors and employees necessary to allow them to mutually plan and manage employee careers within the Service.

- Helps supervisors in motivating employees to improve their knowledges, skills and abilities in order to be ready for positions which will enhance employee careers and meet Service work force goals.

- Provides clear goals and recommendations for each major series and occupation within the Service so that employees and supervisors may work in a collective fashion to meet both the Service's work force planning needs and the employee's career management needs.

- Supports Affirmative Action goals by increasing opportunities for development and advancement of women and minorities in jobs where they are underrepresented.

Responsibilities Under the Career Management Concept

Supervisors

Supervisors need to become fully familiar with personnel management policies and programs, Equal Opportunity principles and the Service's goals for work force management. Personnel systems and programs are tools for supervisors to assist them in managing their human resources and realizing the goals of work force management and should be used aggressively and creatively.

Supervisors should serve as the employee's primary source for discussing career goals, career progression avenues, mobility and assignment opportunities. They should also discuss performance and skills appraisal, training and developmental opportunities and realistic career expectations.

Employees

Employees need to become familiar with personnel systems and organizational realities in planning their careers. A flexible career plan should be based on long-term personal goals and should consider current and desired qualifications and experience; geographic mobility; willingness to accept a variety of assignments, with possible crossover into different occupations; and self-development.

Employees should continually seek to improve their skills since the burden to develop, grow and achieve a high level of performance falls on them.

Employees should be made aware that creative avenues are available for meeting career management goals, but that the Service will work with employees in meeting their personal goals only when they are compatible with the goals of work force planning and the staffing needs of the organization.

Personnel

The Personnel Offices should provide operational support to supervisors in recruitment and placement related to career planning. They should serve as a source of information to supervisors and employees regarding training and development and other personnel management programs applicable to career management. The Personnel Offices should also provide advice and assistance to supervisors in carrying out their responsibilities for career assessment and counseling. Supervisors may wish to refer subordinates directly to the Personnel Office for some aspects of career counseling, such as when an employee expresses a desire to make a career change and wants further information on specific opportunities, qualification requirements, etc.

Equal Employment Opportunity

Supervisors should coordinate with Personnel and Equal Opportunity officials to obtain support and technical assistance on career management actions taken in support of Affirmative Action goals.

Personnel Systems As Tools For Career Management

While this section is not intended to establish a burdensome administrative process, it should be pointed out that there are a number of personnel management systems available that can be used creatively by supervisors in managing the career patterns of their employees. These programs are flexible and should be used systematically depending on organizational and employee needs. There are no regulatory or policy requirements that would preclude supervisors from using a variety of sources for filling their positions or structuring their organizations and positions to meet the Service's work force planning goals. Tools available to conduct this planning and career management are:

- Merit Promotion Plan
- Reassignment Mobility Policy
- Special Employment Programs
- Voluntary and Directed Reassignments
- Individual Development Plans
- Intake and Trainee Programs
- Cooperative Education Programs
- Supervisory, Managerial and Executive Development Programs
- Skills Training
- Participation in Professional Seminars, Committees and Task Forces
- International Assignments System
- Details and Special Assignments
- Occupational Crossover Placements
- Performance Appraisal System
- Position Management Program
- Sabbaticals
- Try Out Assignments and Temporary Promotions
- Intergovernmental Personnel Act (IPA)
- Affirmative Action Plans and Equal Opportunity Recruitment Plans (FEORP)
- Upward Mobility Programs

Career Progression Avenues

The purpose of the above information is to clarify that there is a great deal of flexibility in the personnel management system and availability of ways in which the Service may fill and structure its positions. For purposes of discussion and illustration and because it is the most numerous occupation in the NPS, we have selected the Park Ranger occupation to serve as an example for career management.

Historically, the trend in the National Park Service has been to have only one narrow career ladder for "Rangers" (including the former Park Technicians, GS-026, which series has now been abolished and incorporated into the GS-025 series).

In order to: 1) More fully meet the Director's objectives in point nine of his 12-Point Plan on Expanding Career Opportunities for Our Employees; 2) recognize the truly high level of professionalism and technical expertise needed to manage the National Park Service and its resources and accomplish its missions for the future and 3) develop more highly-skilled employees, we propose that the Service establish the beginnings of a Servicewide Career Management System.

Accomplishment of this goal will require a redesign of the existing Park Ranger career ladder from a single track to one of multiple tracks. The system currently operating is demonstrated in Chart 1 and the proposed plan in Chart 2. Charts 3 and 4 demonstrate the various ways individual employees might progress under the general scheme of Chart 2. These are just a few of the almost limitless possibilities and are offered here only as examples, <u>not as mandatory procedures and not as all-inclusive examples</u>. The number of possibilities is not limited to the number of recognized Occupational Series as listed in the appendices or depicted in charts. We have limited the charts to three primary avenues of progression only for illustrative purposes. Individual employees may, from time to time, also cross over from one primary avenue to another (i.e., Interpretation to Protection or Resource Management to Interpretation, etc.), if position requirements and personal qualifications permit.

As demonstrated in this chart, the current GS-025 series is a single grade interval series from grade GS-1 through GS-5 and a two-grade interval series above grade GS-5. This simply means that progression by individuals through the grades is in the manner of GS-1, 2, 3, 4, 5, 7, 9, 11, 12, 13, 14 and 15. The advancement to grades GS-7 and above is most often through supervisory and/or managerial assignments of progressively more responsible nature. The opportunities for advancement above grade GS-7 in non-supervisory assignments is fairly limited. Most Park Rangers recognize this is true and tend to select supervisory/managerial assignments that have the higher potential for advancement. As a consequence, very few Rangers have been interested in developing career options outside of the mainstream Park Management option because they believe that other options are self-limiting. In point-of-fact, the only limiting element in these other options has been the personal reluctance of the individual Rangers and selection practices of managers that have tended to perpetuate the narrowness of the career ladder.

Chart 2 depicts, in summary form, an optional career ladder that is possible if increased professionalism of the work force is established as a viable Service goal. The primary basis for this concept improving on the career patterns is that most professional and technical specialist grade patterns are of the

two-grade interval nature and have as their base a GS-5 grade. Individuals pass through grades the same as GS-5 and above Park Rangers progress, i.e., GS-5 to GS-7 to 9 to 11 to 12, etc. The primary difference is that the career ladder can be either supervisory/managerial or specialist in nature. In fact, it does not depict a single career ladder. Instead, it depicts several career ladders that can be melded into a career management scheme for a broad spectrum of employees. Several career ladders and career patterns can be found or established at one park if it is of sufficient size. However, most career patterns are a composite of several positions of gradually increasing responsibilities found in several parks or throughout the Service.

This concept does not mandate that many of our current Rangers must become specialists to the exclusion of traditional Ranger types of activities. What will be necessary is the recognition of those areas of work that are specialist in nature and the encouragement of progressively more difficult and responsible work in those areas. This may result in some current Rangers choosing to go into series offering greater advancement potential in the future when their education and backgrounds permit. It may also result in de-emphasis of some of the traditional Ranger work in some of those positions. For example, patrol work may be deemphasized in one position in favor of increased professional wildlife management work. Reordering of priorities and skillful position management or organization of work may be necessary to assure a balanced program and accomplishment of mission.

Another related concept is the difference between what is expected at the various grade levels of Rangers and Specialists. The Park Ranger Series Classification Standard describes full performance work at every grade level from GS-3 to GS-13. While there is provision for GS-5 and GS-7 trainee positions in the GS-025 standard, the Service historically has been reluctant to use positions in this fashion because it would serve to limit advancement to higher grades to those individuals who have completed such trainee assignments. By not using the trainee assignments, theoretically, all Rangers have an equal opportunity to advance. As a practical matter, things simply do not work out that way. Therefore, the Service has a log-jam of GS-5 Rangers that have very limited prospects for advancement. This condition is further aggravated by the ranks of GS-3's and GS-4's who are also trying to break into the higher grades.

With nearly all the specialist standards, the starting level is GS-5, and both the GS-5 and GS-7 levels are trainee levels. The first full performance level is GS-9. Obviously, at the outset, employees assigned to such positions have a better opportunity to advance to higher grades.

The career management concept for Rangers envisioned in Chart 2, and the subsequent example Charts 3 and 4 is one in which some Park Ranger/Manager employees progress much in the same manner as they do now in Chart 1. Others will progress in mixed Park Ranger/Specialist positions in both nonsupervisory, non-

managerial roles to grade levels commensurate with the specialist skills and knowledeges required. Still other employees will advance as pure specialists. For example, a Park determines a need for a full performance criminal investigator and decides to fill the position at the GS-5 trainee level with a full performance level of GS-11. The position is classified at all levels as a GS-1811, criminal investigator.

Another example illustrated by the charts is the progression of employees through specialist or mixed Ranger specialist positions as well as traditional Rangers who, in addition to their work in a specialty occupation, also work in capacities that include progressively more responsible supervisory and managerial skills. These kinds of individuals will have an opportunity for crossover into many park management assignments. An example of this is an Historian, GS-170, who completes a trainee assignment at GS-5 and GS-7 and upon movement to a GS-9 position becomes a site manager/ supervisor at a unit of a major historical park. In this position, the historian continues to develop professional skills and, at the same time, begins to develop managerial and leadership abilities. If the individual desires a management career rather than a specialist career, a crossover assignment to a Park Manager, GS-025-12 would be appropriate. The incumbent would qualify on the basis of the previous supervisory/managerial experience.

These are just a few scenarios out of hundreds of possible combinations that can result from using the broader Chart 2 scheme. Please note, not everyone needs to be linked to the same pattern of development and there is built-in flexibility at every level, including the sources from which the GS-5 entry level group is drawn.

The inherent flexibility of the Park Ranger, GS-025, occupation in terms of work performed and qualifications requirements is what permits the Service to adapt this career management concept.

The Service would expect all uniformed personnel to use the working title of Park Ranger even if their official classification title is in some other series. This allows the Service to maintain a common public stance vis-a-vis the uniform, but still take advantage of the built-in flexibilities of the entire Civil Service Classification System in establishing and managing our positions and personnel.

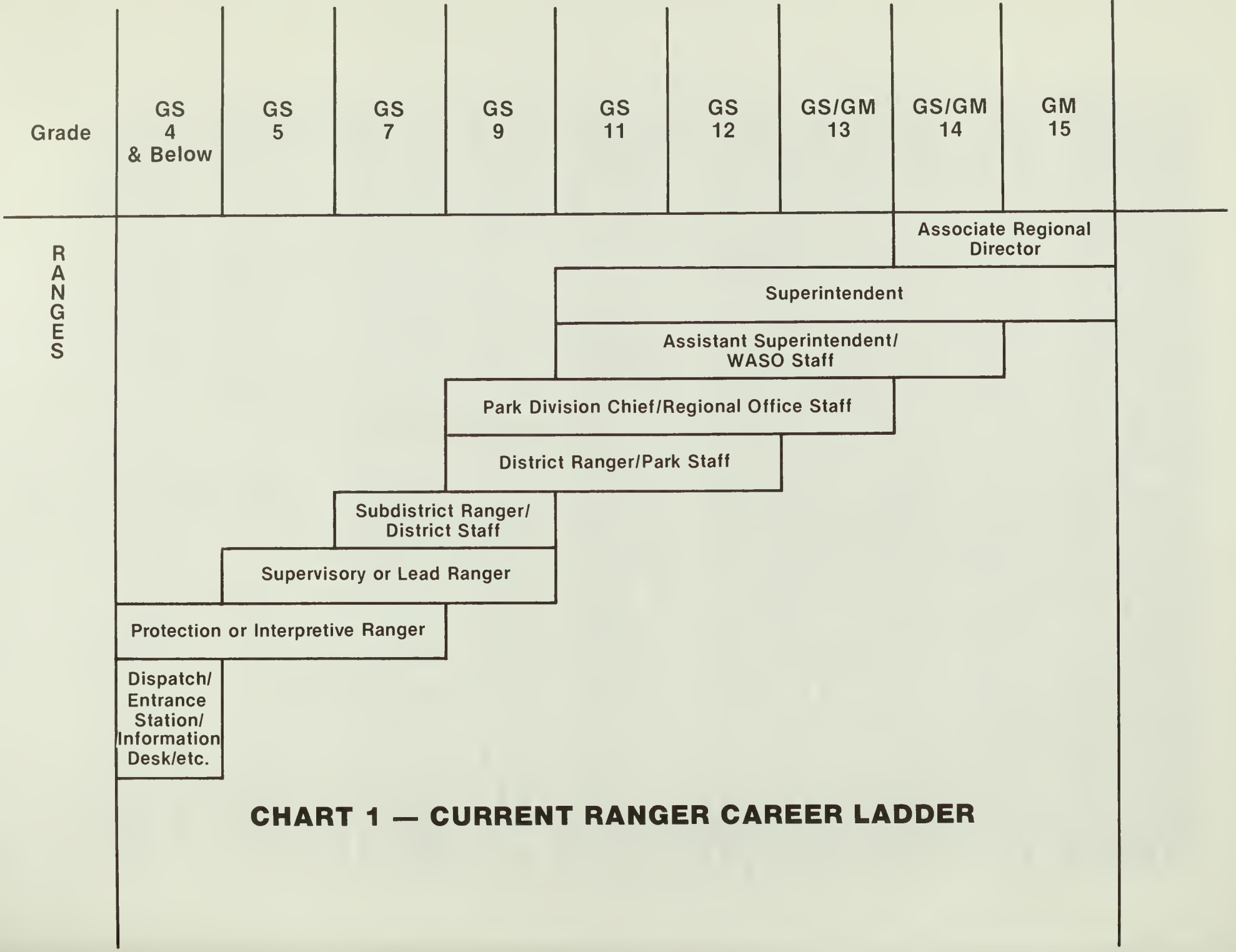


CHART 1 — CURRENT RANGER CAREER LADDER

CHART 2 — PROPOSED CAREER PATTERN

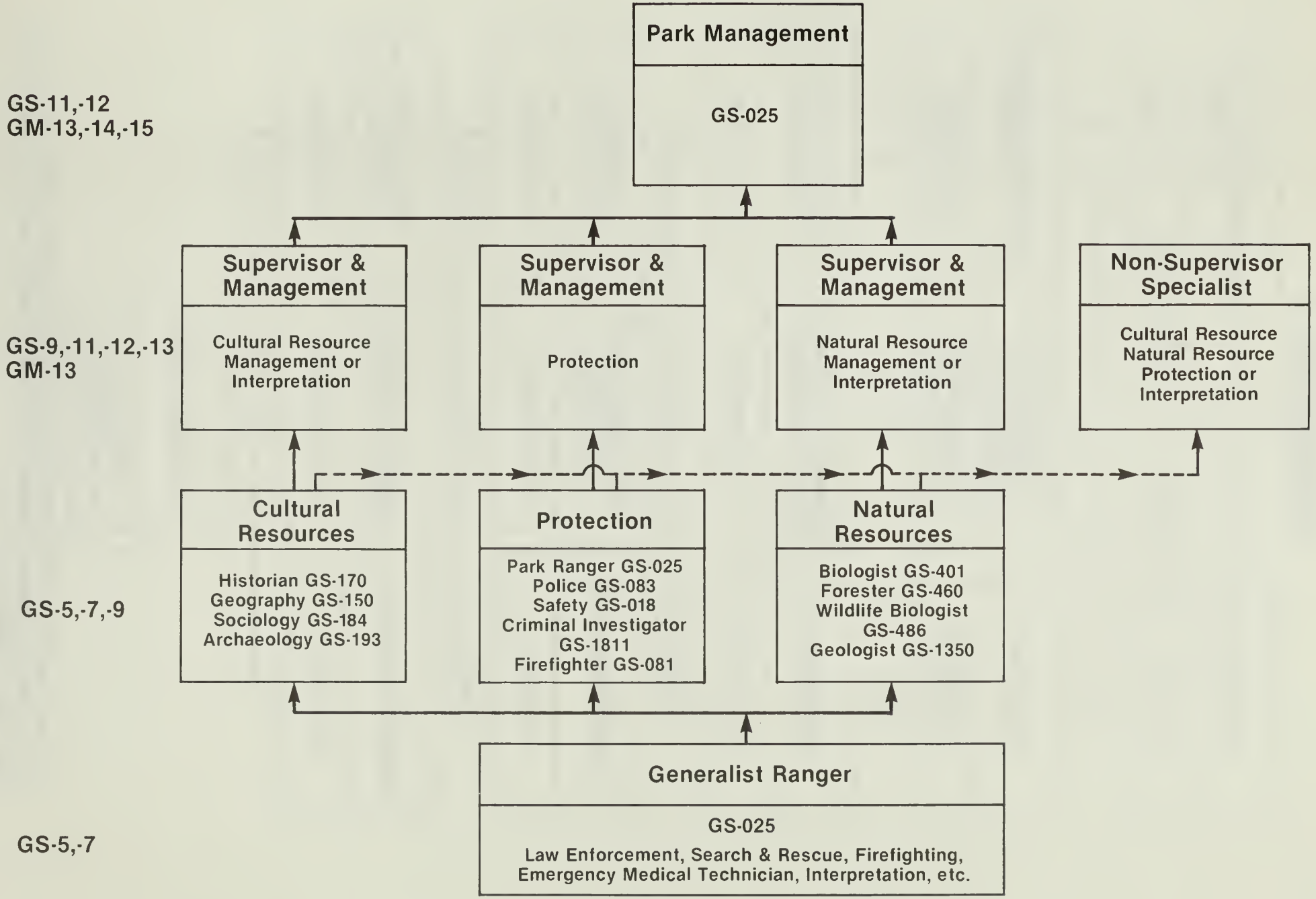
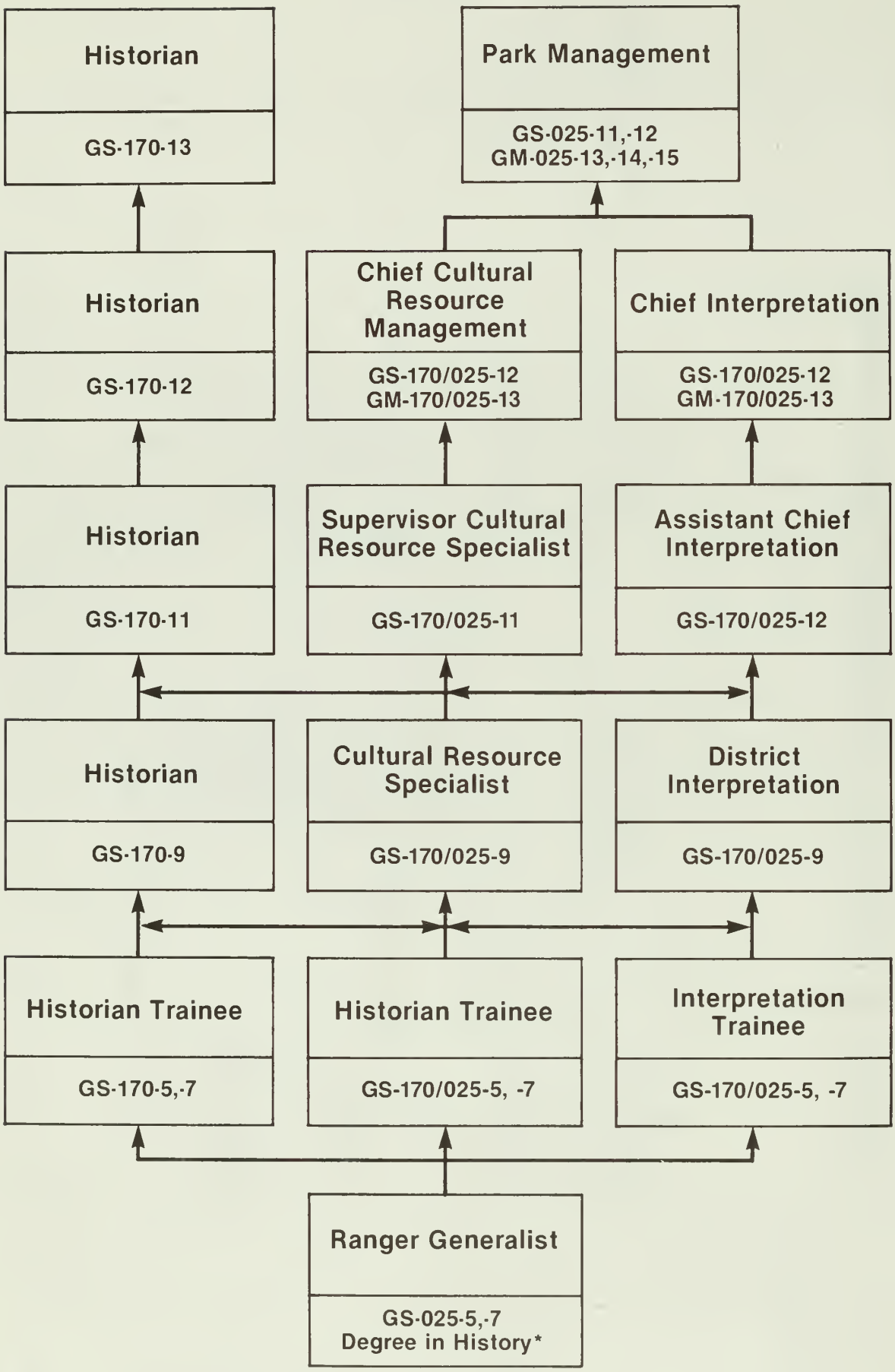
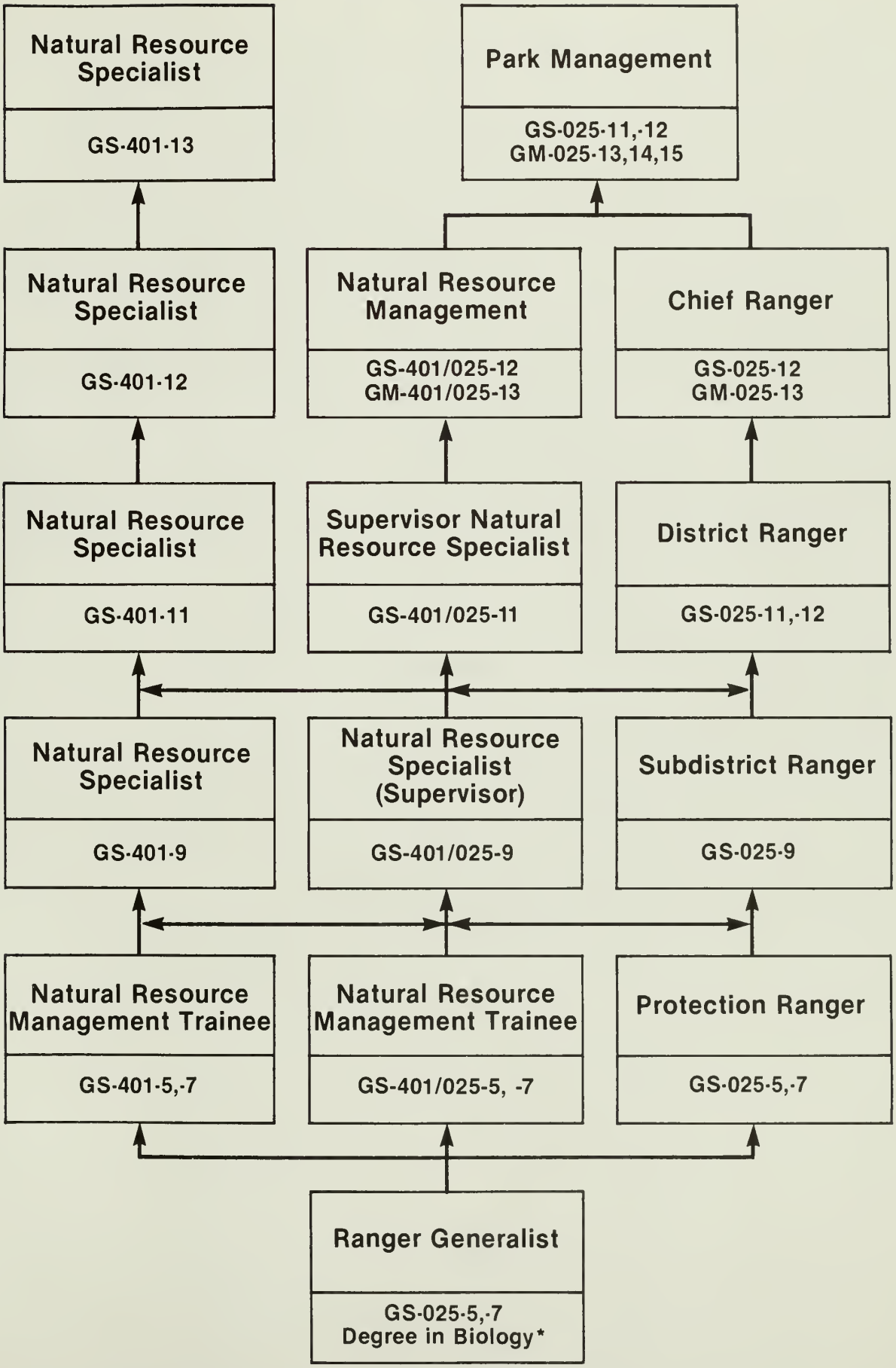


CHART 3



*Or any other Social, Biological or Physical Science Series, i.e., Archaeology, Biology, Geology. (See Appendix A, Two-Grade Interval Series List.)

CHART 4



*Or any other Social, Biological or Physical Science Series.
(See, Appendix A, Two-Grade Interval Series List.)

ATTACHMENTS

Attachment I

Two Grade Interval Series List

Following is a list of series wherein the two-grade interval (i.e., GS-5, GS-7, GS-9, GS-11) pattern of advancement is normal and to which positions may be classified or cross-referenced. Those that are Professional Series are followed by an asterisk(*). The rest are specialist series. Incumbents of positions classified as Professional Series must meet the appropriate eduacational, academic and/or degree requirements. A cross (+) after the series means there is no published classification standard for the series.

GS-018	Safety Management
GS-020*	Community Planning
GS-023	Outdoor Recreation Planning
GS-025	Park Ranger
GS-028+	Environmental Protection Specialist
GS-080	Security Administration
GS-101*+	Social Science
GS-110*	Economist
GS-150*	Geography
GS-170*	History
GS-180*	Psychology
GS-184*+	Sociology
GS-188	Recreation Specialist
GS-190*+	General Anthropology
GS-193*	Archeology
GS-201	Personnel Management
GS-212	Personnel Staffing
GS-221	Position Classification
GS-223	Salary and Wage Administration
GS-230	Labor Management and Employee Relations
GS-235	Employee Development
GS-241	Mediation
GS-243	Apprenticeship and Training
GS-246+	Contractor Industrial Relations
GS-260	Equal Employment Opportunity
GS-301	Miscellaneous Administration and Program
GS-334	Computer Specialist
GS-340+	Program Management
GS-341+	Administrative Officer
GS-343	Management Analysis
GS-345+	Program Analysis
GS-391	Communications Management
GS-393	Communications Specialist
GS-401*+	General Biological Science
GS-403*	Microbiology
GS-408*+	Ecology
GS-410*	Zoology
GS-413*+	Physiology
GS-414*	Entomology
GS-430*	Botany
GS-434*+	Plant Pathology

GS-435*+	Plant Physiology
GS-437*+	Horticulture
GS-440*+	Genetics
GS-454*	Range Conservation
GS-457*	Soil Conservation
GS-560*	Forestry
GS-470*	Soil Science
GS-471*	Agronomy
GS-475*	Agricultural Management
GS-480*+	General Fish and Wildlife Management
GS-482*	Fishery Biology
GS-485*	Wildlife Refuge Management
GS-486*+	Wildlife Biology
GS-487*	Animal Science
GS-501	General Accounting Clerical and Administrative
GS-505	Financial Management
GS-510*	Accounting
GS-560	Budget Administration
GS-610*	Nurse
GS-688	Sanitarian
GS-690*	Industrial Hygiene
GS-696	Consumer Safety
GS-801*	General Engineering
GS-803*	Safety Engineering
GS-804*+	Fire Prevention Engineering
GS-806*	Materials Engineering
GS-807*	Landscape Architecture
GS-808*	Architecture
GS-810*	Civil Engineering
GS-819*	Environmental Engineering
GS-828	Construction Analyst
GS-930*	Mechanical Engineering
GS-850*	Electrical Engineering
GS-855*	Electronics Engineering
GS-880*	Mining Engineering
GS-881*	Petroleum Engineering
GS-890*	Agricultural Engineering
GS-905*	General Attorney
GS-950+	Paralegal Specialist
GS-965	Land Law Examining
GS-1011+	General Arts and Information (exception)
GS-1010	Exhibit Specialist
GS-1015*	Museum Curator
GS-1016	Museum Specialist and Technician
GS-1020	Illustrating
GS-1035	Public Affairs
GS-1051+	Music Specialist
GS-1054+	Theatre Specialist
GS-1056+	Art Specialist
GS-1071	Audio Visual Production
GS-1082	Writing and Editing
GS-1083	Technical Writing and Editing
GS-1084	Visual Information
GS-1101	General Business and Industry
GS-1102	Contracting

GS-1104	Property Disposal
GS-1130+	Public Utilities Specialist
GS-1144	Commissary Store Management
GS-1160	Financial Analysis
GS-1170	Realty
GS-1171	Appraising and Assessing
GS-1173	Housing Management
GS-1176	Building Management
GS-1301*+	General Physical Science
GS-1310*	Physics
GS-1313*	Geophysics
GS-1315*	Hydrology
GS-1340*	Meteorology
GS-1350*	Geology
GS-1360*	Oceanography
GS-1370*	Cartography
GS-1373*	Land Surveying
GS-1410*	Librarian
GS-1412	Technical Information Services
GS-1420*	Archivist
GS-1520*	Mathematics
GS-1529*	Mathematical Statistician
GS-1530*	Statistician
GS-1601	General Facilities and Equipment
GS-1630	Cemetary Administration
GS-1640	Facility Management
GS-1654	Printing Management
GS-1670	Equipment Specialist
GS-1701*	General Education and Training
GS-1702+	Education and Training Technician
GS-1710*	Education and Vocational Training
GS-1712	Training Instruction
GS-1715	Vocational Rehabilitation
GS-1720	Education Program
GS-1722*	School Administration
GS-1724*	Elementary Teaching
GS-1726*	Secondary Teaching
GS-1728*	Special Education
GS-1740*	Education Services
GS-1750*	Instructional Services
GS-1755+	Vocational-Technical Instruction
GS-1810	General Investigating
GS-1811	Criminal Investigating
GS-1812+	Game Law Enforcement
GS-1815	Air Safety Investigating
GS-1816	Immigration Inspection Series
GS-1825	Aviation Safety Officer
GS-2001+	General Supply
GS-2003	Supply Program Management
GS-2010	Inventory Management
GS-2030	Distribution Facilities and Storage Management
GS-2032	Packaging
GS-2050	Supply Cataloging
GS-2121	Railroad Safety and Service Inspection
GS-2123+	Motor Carrier Safety

GS-2125+	Highway Safety
GS-2130	Traffic Management
GS-2181	Aircraft Operation

* Guide for the evaluation of professional positions engaged in Interpretive Work

Attachment II

Definitions

Career Ladder: A series of training assignments in a single position below the full performance level (or journeyman level). For example, a Computer Specialist, GS-11 vacancy can be restructured to GS-5 as a trainee position, filled competitively at the GS-5 level and the incumbent promoted non-competitively as he/she meets time-in-grade and training requirements through the GS-7, GS-9 and GS-11 levels.

Career Management: Broadly defined policy which attempts to systematize the immediate and long-range development of employees' skills and abilities to get the Service's mission accomplished. It uses personnel management systems to plan and organize developmental and advancement opportunities to meet the Service's needs and employees' career goals.

Career Paths/Avenues/Patterns: A generalized concept to be considered by employees in developing long-term career plans. It does not refer to trainee positions but to a series of assignments or positions throughout the Service to meet long-range career goals often requiring geographic mobility.

Career Plan: A formal or informal employee personal plan that considers long-range goals, expectations and options in achieving a full and rewarding career. Such a plan needs to be developed with supervisory advice and counselling and should be flexible to meet changing expectations and opportunities.

Career Scheme: Grouping of similar occupations on the basis of functional relationships considering their commonality in terms of qualification characteristics, structure, grade range, population, etc.

Intake Level: The level normally used to fill specialist trainee positions with career ladder potential. While the grade entry level is normally at GS-5, nothing precludes supervisors from filling them at the GS-4 level.

Occupational Crossover: A voluntary change in series or occupation to meet long-range career goals. They may be made to increase or develop a variety of skills and/or improve opportunities for advancement. This may include reassignment or voluntary change to lower grade into other occupations having greater career potential.

Position Management: A systematic process used by supervisors and managers in organizing their units and assigning duties and responsibilities to positions in the best way to get the job done. The supervisor or manager must consider an optimum balance between economy, efficiency, use of skills, attraction and retention of employees, employee motivation, employee development and career advancement.

Specialist: This term, as used in this document, refers to two-grade interval occupations whether a positive education requirement is or is not mandated by the Office of Personnel Management, e.g., Biologist, Historian, Park Manager, Personnel Specialist, Concessions Management Specialist, Computer Specialist, etc.

Attachment III

Occupational Employment Projections for Primary Series Within the National Park Service

The more populous an occupation is, the more it is susceptible to career management. This is not to say, however, that some occupations, smaller in number, do not lend themselves to career planning. This is especially true where crossover patterns may be appropriate, since a combination of series may provide a good basis for career management patterns. For informational purposes, we have provided below a listing of information coupled with a short discussion regarding career management issues for the occupations in the Service which have 30 or more permanent employees. Care must be taken not to consider this list as all-inclusive, since we do not consider these to be the only occupations susceptible to career management patterns. Supervisors have the flexibility of restructuring positions in terms of grades and requirements to develop career patterns and "bridge" positions between clerical, technical, sub-professional and professional levels.

Each occupation listed provides information which is important for career management purposes, such as the current number of employees in each series, average grade and percentage of employees by each age category. Also listed are factors which identify possible promotion opportunity rates and numbers of entry level positions anticipated over the next 5-year period. A short discussion of this information and how it is used in career management planning follows:

Age group percentages are the most important factors in determining short and long-range attrition and promotion opportunity rates for a series. In looking at the percentage distributions by age group the following information can be used as general guidelines:

a) The percentage of employees age 50+ will determine current and 5-year promotion opportunity rates based on retirements. Generally speaking, a proportion of employees of about 20% at this age group will result in fairly good promotion opportunity rates, especially if resulting vacancies are filled from within the organization. At the same time, this percentage should not result in a turnover rate so extreme that significant difficulty will be seen in replacing key personnel in a smooth and efficient manner. A percentage of 35% or higher in this age group is problematic because of high possible attrition rates, possible difficulty in filling key positions smoothly and a possible necessity to move currently lower-graded employees through the ranks at rates much too fast to gain meaningful experience at progressively higher grades. A percentage of 10% or less at this age group will generally result in very limited promotion opportunity for several years and possible employee dissatisfaction with advancement opportunities.

b) A percentage of employees approaching 40% or more at any age bracket below age 50 is generally problematic because it tends to result in declining advancement opportunities for any employee in a younger age bracket. Any large concentration of employees in one age bracket will eventually clog higher grades with that age group while preventing any younger aged (and less experienced) employee from realizing opportunity for advancement. This difficulty is most often seen in the baby-boom aged segment of the work force, both because of the large percentage of this age group within the American population and because the Service experienced a work force expansion at a time when baby-boomers were the primarily eligible group in the labor market.

c) The percentage of employees age 29 and below reveals information on the growth of the series over the past several years and suggests information regarding attrition rates within the series. Over the past several years, the Government has generally reduced the level of new-hires within the work force and, partially as a result, many series within the Service have a percentage of employees below age 30 which is very low, often 5% or lower. A percentage of employees in this age group which is 5% and below generally signifies a low attrition (turnover) rate as well as a series that is not experiencing expansion in the overall number of employees. On the other hand, a series that has a percentage of younger employees that is greater than 15% generally signifies a series experiencing either high attrition or growth, or both.

Average grades of employees: The average grade of employees by age group can provide information for work force planning as well as for employee career planning. For example, a high average grade among employees in a series can be used as information for employees who are interested in pursuing alternate career paths within the Service. Studying the difference in average grades by age group can also provide information on historic (and possibly future) career advancement opportunities within the series. An average grade that is fairly consistent among a wide range of employee ages generally signifies that employees have experienced good advancement opportunities within that series and that marked bottlenecks have not materialized due either to grade distribution problems or turnover stagnation. A widely fluctuating average grade, however, generally signifies a grade advancement problem at and below the age bracket where the fluctuation occurs. In general, a .5 to .75 drop in average grade by age bracket is normally expected, but a decrease of much more than one grade by age bracket could be a warning sign of advancement problems. The most significant differences in average grade occurs for most series in the 29 and below age category. When evidenced at this category, it can be most often attributed to recent-years policies of little work force growth as well as the factoring in of newly-hired employees with very little experience.

Current and 5-year promotion opportunity rates. Provided as part of the information for each series is a number, presented as a decimal fraction, which estimates the percentage of employees within the series who could receive a promotion within the next year (current) and in 5-years, based on employees eligible to retire. For example, a fraction of .450 means that up to 45% of all current employees could receive a promotion during the designated time-period. Supervisors and managers can use these fractions to estimate the number of vacancies in key positions that could occur in future years due to retirement and begin to plan now for the vacancies. Employees can use these figures as guides to gauge their personal career growth opportunities as well as estimate the growth opportunities in other series of interest. These projections are based on the concept of push-promotions, that is, the assumption that all vacancies resulting from retirement activity will be filled internally. Therefore, a vacancy at the GS-14 level resulting from retirement will actually provide six promotion opportunities if all selections are made from internal sources. This is because the GS-14 vacancy is filled by an available GS-13 and that position is filled by a GS-12 and that job is filled by a GS-11, etc. Because of this push-promotion assumption, the actual number of promotion opportunities is over-stated for each series. However, attrition by means other than retirement is not factored into this model and thus should help to offset this over-estimate. A related point to consider in career planning is that if you are filling a position in a series known to have little promotion or lateral movement opportunity, a selection made internally to the Service will multiply promotion and lateral movement opportunities at lower grades within that series.

Anticipated entry-level vacancies. A number is provided for each GS series (fill) that estimates the number of entry-level positions that could be required based on 5-year retirement activity using the push-promotion assumption. This entry-level is generally the GS-5 level unless that particular series does not have any GS-5 level employees. This number can be used by supervisors and managers in planning recuritment needs and sources and by employees in estimating the chances for possible crossover into other series designations.

Accountant (34 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	20.6%	35.3%	26.4%	17.6%
Average Grade	13.1	11.6	11.0	8.8

Current=0.530 5-year=0.440 Fill=6

A high average grade is enjoyed by all employees above age 30, with average grade reaching GS-12. A very favorable distribution of employment by age bracket exists, which should result in fairly smooth turnover and favorable promotion opportunity within the next several years. A total of 6 employees, mostly at grades GS-13 and above, will become eligible to retire within the next 5-year period, resulting in promotion opportunities for as many as half of all current employees. This series is also one of the few within the Service that has a fairly large proportion of employees below the age of 30, suggesting recent work force expansion or historically high turnover. Due to the small total number of positions within this series, only 6 intake positions are expected to be needed within the next 5-year period. A good opportunity would exist for crossover when such position opportunities do become available.

Administrative Officer (126 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	26.2%	33.3%	38.9%	1.6%
Average Grade	11.4	11.2	10.4	7.0

Current=0.198 5-Year=0.520 fill=21

A fairly stable average grade is evidenced by all employees over age 30. The percentage of employees currently above age 50 should result in favorable promotion opportunities. A total of 22 employees, well represented at grade levels GS-9 through GS-14, will become eligible to retire within the next 5-year period and, as a result, upwards of half of all employees could experience possible promotion opportunities coupled with a need to fill up to 21 intake positions. The 38.9% distribution of baby-boom aged employees is of concern, however, and is a distribution that could become an increased problem by crossover among employees at this age group. Recruitment of recent college graduates could, however, result in long-term benefits to the series in terms of work force planning.

Archeologist (92 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	15.3	39.1	42.4	2.2
Average Grade	12.7	11.8	11.2	7.0

Current=0.163 5-year=0.196 Fill=7

A very high average grade of GS-12 is enjoyed by employees age 30 and above with most employees encumbering grades of at least GS-11. The distribution of employees by age bracket is problematic, with 42% of all employees currently in the baby-boom age bracket

and 15.3% over the age of 50. Over the next 5-year period, there could be a maximum of 7 employees, mostly at grades GS-11 and GS-12, who will retire based on current eligibility and, as a result, current and 5-year promotion opportunity rates are expected to be fairly slow, with a promotion opportunity being realized by fewer than 1 in 5 employees over the next 5-year period and a maximum of 7 employees being required for intake as a result of retirement activity over this same 5-year period. The low promotion opportunity rate coupled with a high percentage of baby-boom aged employees currently in this series makes this occupation a poor choice for crossover consideration.

Architect (134 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	25.7%	20.9%	50.0%	4.5%
Average Grade	12.9	12.4	11.3	9.0

Current=0.104 5-year=0.612 Fill=30

A high average grade is enjoyed by all employees with higher than average grades for employees under age 30. The percentage of employees currently above age 50 should result in favorable promotion opportunities. A total of 19 employees, mostly at grades GS-12 and GS-13, will become eligible to retire within the next 5-year period. As as result, better than half of all employees could experience promotion opportunities and a need could exits to fill up to 30 intake positions. The distribution of baby-boom aged employees is high; however, at 50% of the total work force, a factor that could be exacerbated by crossover among employees at this age group.

Budget Analyst (60 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	19.0%	38.3%	40.0%	1.7%
Average Grade	10.9	10.3	11.1	7.0

Current=0.120 5-Year=0.420 Fill=10

This occupation has a moderate average grade somewhat comparable to that of Park Rangers by age bracket. The distribution of employees by age bracket indicates a fairly significant number of baby-boom aged employees coupled with a low proportion of employees under age 30. The promotion opportunity rate is moderate for this occupation primarily because the highest grades in the series are encumbered by employees at fairly young age brackets. Current outlook calls for 10 employees, mostly at grades below GS-13, to become eligible to retire within the next five years. This could result in moderate promotion and recruitment activity based on retirements over this 5-year period. About 42% of all employees above grade GS-7 could have potential promotion opportunity if all retirement-inspired vacancies were filled internally and the Division could, under the same scenario, need to fill as many as 10 intake positions at grades below GS-9. There is a fairly large percentage (40%) of employees in the baby-boom age category, an factor that, coupled with moderate grade distribution and promotion opportunity, makes this series a moderately favorable choice for employees inter-

ested in crossover opportunities. Managers could also be encouraged to initiate recruitment activities targeted at recent college graduates if internal promotion of higer-graded managers is considered a desirable goal in future years.

Civil Engineer (111Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	20.7	27.9	41.1	9.9%
Average Grade	12.2	12.1	11.3	9.2

Current=0.081 5-year=0.523 Fill=21

A high average grade is enjoyed by all employees with higher than average grades seen for employees under age 30. The percentage of employees currently above age 50 also should result in favorable promotion opportunities. A total of 16 employees, mostly at grades GS-12 and GS-13, will become eligible to retire during the next 5-year period and, as a result, upwards of half of all employees could experience possible promotion opportunities coupled with a need to fill up to 21 intake positions. The 41% distribution of baby-boom aged employees is of some concern, however, and is a distribution that could become a problem by crossover among employees at this age group. Recent college graduates could, however, be encouraged to seek this series as a possibility.

Concessions Specialist (95 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	21.1%	47.4%	26.3%	5.3%
Average Grade	10.5	10.9	8.2	7.0

Current=0.000 5-Year=0.330 Fill=00

This group has a moderate average grade level at all age brackets. The distribution of employees by age is unusual, with close to 50% of all employees being between the ages of 40 and 49 and a much lower than usual proportion of baby-boom aged employees. In addition, about 5% of the population is under age 30. Despite the fact that over 20% of the population is currently age 50 and older, no employee is currently eligible for retirement. Current outlook calls for 8 employees, mostly at grades below GS-12, to become eligible to retire within the next five years. This could result in only slight promotion and recruitment activity based on retirements over this 5-year period. Not more than a third of all current employees above grade GS-7 could have potential promotion opportunity if all retirement-inspired vacancies were filled internally and the Division, under the same scenario, would not need to fill any intake positions at grades below GS-9. For this reason the occupation does not represent a highly-favorable crossover opportunity for employees in other occupations desiring short-term promotion and advancement opportunities. There should, however, be very significant promotion advancement opportunities occurring within this occupation 10 to 15 years down the road. It could be a promotion rate that significantly greater, as a percentage of total employees, than most other series within the Service and one that, due to lack of ability to recruit on the short-term,

could cause the Division some difficulties in filling internally for higher-graded positions if large numbers of employees, currently aged 40-49, decided to retire en masse.

Contract Specialist (125 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	25.6%	29.6%	37.6%	7.2%
Average Grade	10.9	10.6	10.3	7.9

Current=0.090 5-Year=0.620 Fill=33

This group of employees has a comparatively moderate average grade (about 10.5) for all employees above age 30. The distribution of employees by age group is generally favorable in terms of career management and advancement considerations, although baby-boomers approach problem levels at 38% of the total work force. While current retirement eligibility makes push-promotion opportunity unfavorable at present, the next 5-years could provide enhanced activity. The current outlook calls for 21 employees, fairly divided among grades from GS-9 through GS-14, to become eligible to retire within the next five years, which could result in moderate promotion and recruitment activity based on retirements over this 5-year period. Over 60% of all current employees above grade GS-7 could have potential promotion opportunity if all retirement-inspired vacancies were filled internally and the Division could, under the same scenario, need to fill as many as 33 intake positions at grades GS-9 and below. With some caution being exercised in not overloading the baby-boom segment, this occupation enjoys moderate to good possibility as a crossover opportunity for dead-ended employees in other occupations. Managers could also benefit from recruitment activities designed to attract recent college graduates into this occupational series.

Computer Specialist (83 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	4.8%	32.5%	54.2%	8.9%
Average Grade	10.5	11.3	10.7	8.9

Current=0.000 5-Year=0.008 fill=00

This is the youngest occupation in the Service, with over 60% of all employees under age 40. Unless significant expansion in total employment numbers occurs, promotion opportunities resulting from retirements for this occupation will be extremely limited. Virtually no one will be eligible to retire within the next 5 years, and current high-graded managerial levels in this occupation are filled by relatively young incumbents who will not become eligible to retire for several years to come. The proportion of the occupation at ages below 40 is indicative of a high rate of applicant select within this field, caused by a historically high degree of cross-agency and private-sector lateral and promotion movements and a general expansion of FTE allocations within the past 5 years. Due to possible lack of internal promotion opportunity coupled with the extremely young makeup of the work force, ADP specialties are not judged to be a strong crossover choice for employees considering career advancement moves, especially for employees whose primary concern is for

a career within the National Park Service. ADP specialties in general are noted for frequent job transfers and such activity should be anticipated for the foreseeable future.

Ecologist (28 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	10.7%	53.5%	35.7%	0.0%
Average Grade	11.7	12.1	11.3	N/A

Current=0.000 5-year=0.000 Fill=0

An average grade of GS-11 is evidenced by all employees within the series. An unusual age distribution exists, in that over 50% of all current employees are between the ages of 40-49. The very small number of employees above age 50 makes current and 5-year promotion opportunities based on retirement dismal, with no employee being eligible to retire within the next 5-year period and, as a result, no employees anticipated for entry-level recruitment based on retirement activity within the next 5-year period.

Equal Opportunity (40 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	32.5%	32.5%	35.0%	0.0%
Average Grade	11.9	11.6	11.2	N/A

Current=0.125 5-Year=0.700 fill=08

An average grade above GS-11 is evidenced for all employees. An excellent age distribution is seen except for a total absence of employees below age 30. The 1/3 of all employees who are age 50 and above promises good promotion opportunity over the next 5 years, although management should begin planning now for these anticipated vacancies. Current outlook calls for 8 employees, primarily at grade GS-13 to become eligible to retire within the next five years. About 70% of all employees above grade GS-7 could have potential promotion opportunity if all retirement-inspired vacancies were filled internally and the Division could, under the same scenario, need to fill as many as 8 positions at intake grades. The high average grade, favorable grade distribution and favorable promotion opportunity outlook makes EEO a good consideration for employees interested in possible crossover opportunities. The Division could be well served by actively recruiting recent college graduates for intake positions if a lack of qualified internal candidates is to be avoided for higher-graded positions in future years.

Facilities Manager (115 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	46.9%	21.6%	25.2%	1.7%
Average Grade	12.1	11.6	10.7	9.0

Current=0.270 5-Year=1.240 Fill=52

A relatively high average grade exists for this occupation, especially for employees at higher age brackets. Only 25% of all current employees are in the baby-boom generation while almost half of all employees are over age 50. As a result, 40% of the

work force, or 46 employees, will become eligible to retire within the next 5-year period. This rate of retirement could result in recuritment and attrition difficulties if replacements have not been planned. Excellent promotion opportunities will obviously exist within this next 5-year period. Push promotions could, in fact, provide at least one promotion opportunity for each employee currently in the series and, for many, two or more such opportunities. Anticipated entry-level hires for this occupation, over the next 5-year period, run about 52 employees. All factors considered, this would be an excellent crossover opportunity for interested employees.

General Biologist (170 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	17.7%	31.8%	44.1%	8.1%
Average Grade	13.1	12.2	10.4	8.1

Current=0.064 5-year=0.459 Fill=18

A very high average grade of GS-12+ is enjoyed by employees age 30 and above with most employees encumbering grades of at least GS-12. The distribution of employees by age bracket is problematic, with 44% of all employees currently in the baby-boom age bracket and with 11.7% over the age of 50. Current promotion opportunity rates are expected to be fairly slow. However, 5-year rates could be moderately active with as many as 18 employees, mostly at grades GS-12 and GS-13, being eligible to retire and with up to 45% of all employees possibly seeing a promotion opportunity. A maximum of 18 employees could be required for intake as a result of retirement activity over the next 5-year period. The high percentage of baby-boom aged employees currently in this series makes this occupation a poor choice for crossover consideration for baby-boom aged employees. However, recruitment of recent college graduates could result in long-term benefits to overall work force planning.

General Engineer (35 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	45.7	34.3	11.4	8.6
Average Grade	13.4	13.6	11.8	7.7

Current=0.200 5-year=1.500 Fill=18

Very high average grades exist for all employees above age 30, with most older employees enjoying an average grade of GS-13. The forty-five percent of all employees over the age of 50 will result in excellent promotion opportunities once this segment of the population decides to retire, although short-range difficulties may be felt if the current wave of eligible retirees calls it quits en-mass. A total of 11 employees, or roughly 31% of the population will be eligible to retire within the next 5-year period, with the majority of retirements coming from grades GS-13 and 14. Plans should be in place to assure that a smooth transition exists when these retirements occur, especially if in-house promotion opportunities are desired. Baby-boom aged employees comprise only slightly more than 10% of the total work force. Total entry-level employment needs should approach 18 positions

within the next 5-year period. All told, this series could present excellent opportunities for employees interested in crossing over into the series.

Historian (115 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	14.0%	33.9%	45.2%	7.0%
Average Grade	11.6	12.2	11.1	9.5

Current=0.182 5-year=0.034 Fill=6

A high average grade is enjoyed by employees age 30 and above with most employees encumbering grades of at least GS-11. The distribution of employees by age bracket is problematic, with 45% of all employees currently in the baby-boom age bracket and only 11.6% of all employees over the age of 50. Current and 5-year promotion opportunity rates are expected to be very low, with only 5 employees, mostly at grades GS-11 and GS-12, becoming eligible to retire and a maximum of 6 employees being required for intake as a result of retirement activity over the next 5-year period. Based on current retirement rates only 1 in 5 employees could become eligible for promotion currently and less than 1 in 20 will become eligible for promotion during the subsequent 5-year period. The low promotion opportunity rate coupled with a high percentage of baby-boom aged employees in this series makes this occupation a poor choice for crossover consideration.

Landscape Architect (123 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	23.6%	29.2%	35.0%	12.2%
Average Grade	12.1	11.9	10.7	8.1

Current=0.244 5-year=0.447 Fill=25

A favorable average grade exists for all employees above age 30 with a fairly good distribution of employees by age bracket. The close to 24% of the work force above age 50 should result in favorable promotion opportunity rates. A total of 20 employees, mostly at grades GS-12 and GS-13, will become eligible to retire within the next 5-year period. As a result, up to half of all employees could experience promotion opportunities and up to 25 intake positions could become open. The favorable promotion opportunity rate coupled with a reasonable age distribution creates a favorable atmosphere for possible crossover opportunities in this occupational series.

Museum Curator (71 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	21.2%	31.0%	45.1%	2.8%
Average Grade	11.3	11.3	10.4	9.0

Current=0.000 5-year=0.197 Fill=5

A fairly stable average grade of GS-11 exists for most age brackets. Most of the employees currently over age 50 will not become eligible to retire within the next 5-year period, resulting in low turnover and promotion opportunity rates and a need to fill a

maximum of only 5 entry-level positions. A high proportion of baby-boom aged employees exists which could result in future promotion opportunity bottlenecks for these employees as well as for employees at younger age brackets. This high distribution coupled with a slow rate of work force attrition and promotion opportunity makes this series a poor choice for crossover consideration.

Occupational Safety (25 employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	52.0%	24.0%	24.0%	0.0%
Average Grade	11.3	10.7	10.5	N/A

Current=0.640 5-Year=0.880 fill=14

A favorable average grade of GS-11 is evidenced for the occupation with only small differences in average grade between age groups. This series is among the oldest in terms of age distribution, with over 50% of all employees currently age 50 and older and with ten employees, or 40%, becoming eligible to retire within the next 5-year period, mostly at grades GS-11 and GS-12. This situation could, if not properly planned for, result in difficulty in filling many positions with employees experienced in Park Service operations, as a very high attrition rate without planned replacement would almost certainly require outside recruitment in many critical positions within the series. On the positive side, internal recruitment and selection could provide one of the best promotion opportunity rate of any series within the Service, with 2 in 3 employees realizing promotion opportunities from the currently-eligible group of retirees and another 9 in 10 realizing a promotion opportunity within the next 5-year period as a result of retirements. In addition, internal selection for vacant positions could result in a requirement to fill as many as 14 entry-level positions within the next 5-year period. An added benefit is the distribution of current baby-boom aged employees which, at 24%, could allow for meaningful recruitment among this age group within the organization and not over-absorb this age sector within the series. In addition, future work force management planning could be enhanced through active recruitment of a few recent college graduates.

Outdoor Recreation Planner (133 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	23.3%	35.3%	38.3%	3.0%
Average Grade	12.6	12.3	11.4	9.0

Current=0.105 5-Year=0.714 fill=22

A noteably high average grade is enjoyed by all employees, epecially those above age 30. With the typical exception of employees under the age of 30, the occupation currently has a fairly balanced distribution of employees by age, with about 25% above age 50 and with no group having 40% or more of the total employee count, although baby boomers are a bit high with 38%. Current employment statistics call for 19 employees to become eligible for retirement within the next 5-year period. These retirements could result in good promotion and recruitment

opportunities over this period with about three-quarters of all employees above grade GS-5 realizing opportunities for promotion as well as a need to fill about 22 positions at the entry levels if all retirements are filled internally. The favorable promotion opportunity rate and high average grade make this occupation a favorable target for employees possibly interested in crossover opportunity. Care should be exercised, however, not to over-absorb this series with large numbers of additional baby-boom aged employees. In addition, recuritment of recent college graduates either through intake recruitment or competitive selection would avoid a long-term inability to fill higher-graded positions internally.

Park Ranger (3157 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	16.7%	21.1%	48.1%	14.1%
Average Grade	10.3	10.2	7.3	4.6

Current=0.167 5-Year=0.425 fill=529

Park Rangers have an overall average grade of GS-8, the result of the recent reclassification of all technician positions into the GS-025 series. The series has a moderate average grade of GS-10.2 at brackets above age 40 with a declining average grade for employees age 40 and below. A significant proportion of employees are in the baby-boom population, resulting in current and future difficulties for advancement in this series for employees below age 40. Current outlook calls for 529 employees, or about 16% of the population, to become eligible to retire within the next 5 years, with a fairly even percentage coming from grades GS-9 through GS-13, resulting in moderate promotion and recruitment activity based on retirements over this 5-year period. About 40% of all employees above grade GS-7 could have potential promotion opportunity if all retirement-inspired vacancies were filled internally and, under the same scenario, the Service could have a need to fill as many as 335 positions at grades below GS-9. Due to the 48% employment rate for baby-boomers, it is recommended that efforts be undertaken not to over-absorb boomers into this occupational series through either cross-over activity from other occupations or external candidate recruitment.

Personnel (169 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	19.5%	36.7%	40.2%	3.6%
Average Grade	12.6	12.3	11.4	9.0

Current=0.142 5-Year=0.591 fill=29

A high average grade above GS-11 is seen for all employees above age 30, with fairly low turnover and advancement activity as evidenced by the 3.6% encompassing the age group 29 and below. A fairly significant proportion (40%) of all employees are baby-boomers, a situation that could, in future years, result in reduced promotion opportunity for employees currently younger than age 35. Current outlook calls for 22 employees, primarily at grades GS-12 and above, to become eligible to retire within

the next five years, which could result in fairly promising promotion and recruitment activity based on retirements over this 5-year period. About 60% of all employees above grade GS-7 could have potential promotion opportunity if all retirement-inspired vacancies were filled internally and the Division could, under the same scenario, need to fill as many as 29 positions at grades below GS-9. Due to the 40% employment rate for baby-boomers, it is recommended that efforts be undertaken not to over-absorb boomers into this occupational series through either crossover activity from other occupations or external candidate recruitment. Additionally, efforts to secure the intake of recent college graduates could enhance long-range work force planning efforts and avoid a lack of experienced personnel to fill managerial positions from internal sources.

Program Analyst (50 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	18.0%	44.0%	34.0%	4.0%
Average Grade	11.7	12.0	10.3	11.5

Current=0.000 5-Year=0.440 Fill=5

This occupation enjoys a relatively high average grade, even for employees below age 30. The distribution of employment by age is unusual, in that a fairly low number (18%) of employees are at ages 50 and above with an unusually large number (44%) of employees at ages 40-49. The percentage of employees now eligible to retire makes current promotion opportunities based on retirement dismal while 5-year promotion projections are moderate. Current outlook calls for 5 employees, mostly at grade GS-13 to become eligible to retire within the next five years. About 44% of all employees above grade GS-7 could have potential promotion opportunity if all retirement-inspired vacancies were filled internally and the Division could, under the same scenario, need to fill 5 positions at grades below GS-9. Estimated 10-year promotion rates should, however, be significantly better than for most other occupations. These factors, including high grades at all age brackets, a moderate representation of employees below age 40 and a promise of significant additional promotion opportunity in the future make this occupation a favorable target for employees who may be interested in crossover opportunities, as well as a good source of recruitment opportunity for managers within this series to improve the distribution of recent college graduates within the work force.

Realty Specialist (50 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	48.0%	28.0%	24.0%	0.0%
Average Grade	12.2	12.5	9.0	N/A

Current=0.320 5-Year=1.300 Fill=21

A high average grade is evidenced for employees above age 40, (GS-12) with a much lower average grade (GS-9) for employees below age 40. This is a very old work force, with almost 50% of all employees over the age of 50. This probably explains why there is such an average grade disparity between employees above

and below the age of 40. The baby boom percentage of 24% is among the lowest of any Service occupation, leaving room for recruitment from baby-boom sources. Current projections call for 16 employees to become eligible for retirement in the next 5-year period with retirements fairly balanced at the various grade levels GS-9 thru GS-14. The push-promotion opportunity ratios are excellent for both short-term and 5-year projections, with every employee potentially being eligible for at least 1 promotion within the next few years. The anticipated entry-level recruitment over the next 5 years is roughly 21 employees. This could be an excellent crossover opportunity for interested individuals.

Wage Grade Occupations

Note:
Demographic information for maintenance occupations is provided below but without information regarding the anticipated promotion opportunity rate for employees currently encumbering positions within each occupational designation. The reason promotion opportunity rates cannot be provided is due to the fact that wage grade employment regulations do not include a requirement that employees occupy a position at the next lower grade level prior to advancement to a higher grade. In addition, positions are not necessarily filled from within the same series designation. For example, many higher-graded journeyman specialist occupations, such as plumbers, electricians, masons, etc., are filled from the rank of maintenance worker positions. For purposes of this section, therefore, the discussion of each occupation will be limited to average grade and age demographics and to the number of anticipated vacancies at all grade levels which might need to be filled over the next 5-year period.

As a general observation, many occupations within the maintenance field are comprised of relatively older employees in comparison to most professional and administrative occupations. They also generally have a smaller representation of baby-boom aged employees. Managers should be aware that turnover due to retirement could be significant for many such maintenance fields. As such, managers are encouraged to begin planning for these turnovers. Many maintenance series also have an average grade that is the same, if not higher, for younger employees. This favorable pay factor and the relatively low baby-boom work force proportion make many occupations very good crossover targets for interested employees in other series designations within the Service.

Automotive Equipment Operator (259 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	28.5%	24.7%	41.7%	5.0%
Average Grade	6.1	6.0	6.2	6.0

Fill=33

A moderate but identical average grade exists for all age brackets. The population of baby-boomers is high at almost 42% and the 28% of the population comprised of employees over age 50 will result in retirement-inspired vacancies of up to 12% of the work force or as many as 33 positions.

Carpenter (130 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	35.4%	26.9%	36.1%	1.5%
Average Grade	8.8	8.8	8.5	9.0

Fill=14

A favorable average grade is evidenced for all employee age brackets coupled with a very well balanced age distribution for age 30 and above brackets. Total retirement-inspired attrition will be about 10% over the next 5-year period with a need to recruit for a maximum of 14 positions.

Electrician (101 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	38.6%	35.7%	22.7%	3.0%
Average Grade	9.8	9.9	9.3	8.7

Fill=30

Electricians enjoy a high average grade at all age categories and a relatively aged population, with over 60% of all employees over the age of 40. The high percentage of employees currently over age 50 could result in a total attrition rate due to retirement of almost 30% within the next 5-year period and a need to fill as many as 30 positions Servicewide. Also, due to the extremely low percentage of baby-boom generation and younger employees this could be an excellent series for crossover for interested employees.

Engineeering Equipment Operator (268 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	34.7%	31.4%	32.9%	1.1%
Average Grade	8.6	9.2	9.0	10.0

Fill=58

A significantly high average grade is enjoyed by all employees with a trend toward younger employee to have comparable or higher grades than their older counterparts. A very good distribution of employees by age bracket exists except for employees younger than age 30. About 62% of the employees currently age 50 and above will become eligible to retire within the next 5-year period resulting in the need to fill up to 58 positions or over

20% of the work force. The favorable averege grade, particularly for younger employees coupled with high turnover and good age distribution figures makes this an excellent series for consideration for employees interested in cross-over opportunities.

Engineering Equipment Repair (68 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	25.0%	32.4%	36.8%	5.9%
Average Grade	9.9	10.1	9.5	9.0

Fill=03

A high average grade is enjoyed by all employees with a fairly good distribution of employees by age bracket. Very low turnover will be evidenced due to retirement within the next five years in this highly-paid occupation. Only about 20% of all employees over age 50 will become eligible to retire during this time period.

Facilities Maintenance (42 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	33.3%	19.0%	42.8%	4.8%
Average Grade	9.4	8.1	8.6	8.5

Fill=05

A favorable average grade is seen at all age brackets. The series has a large percentage of baby-boom aged employees and a distribution of employees age 50 and above that could result in a retirement-inspired attrition rate of about 12% over the next 5 years.

Gardener (118 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	21.0%	15.2%	44.9%	17.8%
Average Grade	6.3	6.1	5.9	5.4

Fill=13

This is a series that has a fairly large percentage of baby-boom aged employees and a fairly large percentage of employees under the age of 30. In fact, almost 63% of the total work force is under age 40. Total attrition due to retirement could be as high as 11% over the next 5-year period with a requirement to fill up to 13 positions.

Heavy Duty Equipment Operator (108 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	26.9%	22.1%	46.3%	4.6%
Average Grade	9.7	9.2	9.2	8.4

Fill=15

A high average grade exists for all age brackets. The distribution of baby-boom aged employees is very high and employees under age 40 comprise over half the total population. Retirement-inspired attrition could be as high as 14% over the next 5-year period and about 15 positions could be filled due to retirement activity.

Janitor (75 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	53.4%	18.6%	21.3%	2.0%
Average Grade	2.1	2.0	1.9	2.0

Fill=14

While over 50% of all employees age over age 50, few will have the requisite years of service to qualify for retirement at age 55. Total attrition is anticipated to be about about 18% over the next 5 years with a need to fill a maximum of 14 positions, Servicewide.

Laborer (176 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	21.6%	16.5%	46.0%	15.9%
Average Grade	2.7	2.8	2.8	2.9

Fill=10

While 21% of all employees are currently over the age of 50, very few have the requisite years of service to qualify for retirement at age 55. This will result in a maximum retirement-based attrition rate of only 5% over the next 5 years and a need to fill only 10 positions.

Maintenance Worker (1302 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	31.9%	28.3%	36.7%	3.1%
Average Grade	7.1	7.1	7.1	6.3

Fill=203

This comprises the largest employment series of any in the maintenance field and the feeder group for most journeyman specialist occupations within maintenance. The series has a good distribution of employees by age bracket save for employees below the age of 30. The population of employees over the age of 50 approaches a third of the work force and half of these older employees will become eligible to retire within the next 5-year period. Total retirement-inspired attrition could approach 16% during this time period with a need to recruit for as many as 200 positions due to this retirement activity. It should be noted that, due to the feeder-status of the series, total recruitment requirements over the next 5-year period for this series should be significant. Due to the feeder status of the series as well as its favorable stand-alone grade structure, this could be an excellent series for employees interested in crossover, with some care being exercised not to over-absorb the series with baby-boom aged employees.

Mason (69 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	43.5%	24.6%	28.9%	2.9%
Average Grade	8.5	8.3	8.0	8.0

Fill=12

A favorable average grade exist for employees of all age brackets. While the work force has a fairly high average age, few employees will become eligible to retire within the next 5 years. Anticipated retirements will require a maximum of 12 positions to be filled over this time period.

Painter (75 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	44.0%	24.0%	29.4%	2.7%
Average Grade	8.6	8.7	7.9	9.0

Fill=15

A favorable average grade exist for employees of all age brackets. While the work force has a fairly high average age, few employees will become eligible to retire within the next 5 years. Anticipated retirements will require a maximum of 15 positions to be filled over this time period.

Plumber (60 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	20.0%	33.3%	45.0%	1.7%
Average Grade	8.7	7.4	8.3	9.0

Fill=03

This is one of the younger-aged maintenance occupations within the Service, with 45% of all employees at baby-boom ages and very few of the employees, currently over age 50, becoming eligible to retire within the next 5 years. Total maximum retirement-inspired attrition will be only 5% over the next 5 years with a need to recruit for only 3 retirement vacancies.

Sewage Plant Operator (36 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	22.3%	25.0%	47.2%	5.5%
Average Grade	8.5	8.5	8.6	8.5

Fill=05

A high and identical grade is enjoyed by employees at all age brackets with a significant number of employees within the baby-boom age category. Anticipated vacancies resulting from retirement over the next five years will not exceed 5 positions.

Tractor Operator (116 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	25.9%	23.3%	44.0%	6.9%
Average Grade	5.9	5.8	6.0	6.3

Fill=14

A moderate average grade exists at all age brackets with a trend for younger employees to encumber the higher-graded positions. The population of baby-boom aged employees is high at 44% and the 25% of the population comprised of employees over age 50 will result in retirement-inspired vacancies of up to 12% of the work force or up to 14 positions.

Tree Maintenance (35 Employees)

	Age 50 +	Age 40-49	Age 30-39	Age 29 & Below
age group %'s	28.6%	28.6%	34.2%	8.6%
Average Grade	9.2	7.5	7.8	7.0

Fill=05

This series has a favorable average grade, particularly for employees age 50 and over and a fairly good distribution of employees by age bracket. About half of the employees currently age 50 and older will become eligible to retire within the next 5-year period requiring recruitment for up to 5 positions.

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